DOCUMENT RESUME

ED 448 837 JC 010 111

TITLE	Austin Community College Management Response to Employee Satisfaction Survey, Spring 2000.
INSTITUTION	Austin Community Coll., TX.
PUB DATE	2000-00-00
NOTE	53p.
AVAILABLE FROM	For full text: http://ww2.austin.cc.tx.us/oiepub/publications.htm.
PUB TYPE	Reports - Research (143)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Communication Audits; Community Colleges; Evaluation Methods; *Formative Evaluation; *Improvement Programs; *Inservice Education; Job Performance; *Participant Satisfaction; School Effectiveness; Two Year Colleges
IDENTIFIERS	*Austin Community College TX

ABSTRACT

Findings from an Employee Satisfaction Survey conducted in spring 2000 at Austin Community College (ACC) (Texas) indicate that: (1) staff in many areas need customer service training; (2) telephones are not used effectively by many offices; (3) many areas are not able to respond quickly to the needs of college staff; and (4) 18 highly used areas are of special concern because they have high levels of dissatisfaction. The complete Management Response to this survey is presented in this report. Responses include: (1) beginning in spring 2000, customer service training will be available through the Professional Development Office in Human Resources; (2) the Administrative Leadership Team will develop a college-wide plan to address telephone-related issues; (3) staffing in key areas will be reviewed prior to the budget process to ensure availability of adequately trained staff; (4) individual plans developed by each of the 18 areas will be implemented during the next year; and (5) the Employee Satisfaction Survey will be modified and re-administered in January 2001. (PGS)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 448 837

Austin Community College Management Response to Employee Satisfaction Survey Spring 2000

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

M. Oburn

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

TC010111

BEST COPY AVAILABLE

Employee Satisfaction Survey Summary Response

The Employee Satisfaction Survey was conducted in Spring 2000. Results have been shared college-wide.

Summary of Results

While satisfaction levels varied greatly from service to service, several themes did emerge:

- Staff in many areas need customer service training.
- The telephones are not used effectively by many offices.
- Many areas are not able to respond quickly to the needs of college staff.
- Eighteen highly used areas are of special concern because they have high levels of dissatisfaction.

Management Response

- Beginning in Spring 2000, Customer Service Training will be available through the Professional Development Office in Human Resources.
- The Administrative Leadership Team has begun to discuss issues related to the telephone and will develop a college-wide plan to address these issues.
- Staffing in key areas will be reviewed prior to the budget process to ensure that these areas have enough trained staff to do the job.
- Individual plans have been developed by each of the 18 areas and will be implemented during the next year.

In addition, the Employee Satisfaction Survey form will be reviewed and modified. The survey will be administered in January 2001.

The complete Report and Management Response can be found on the ACC website at http://www2.austin.cc.tx.us/oiepub/publications.htm.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
AVP, HR	Increase satisfaction with Quality of Service	Visit with Classified and Prof-Tech employee associations to discuss concerns	Gerry Tucker	On-going	
		Provide feedback to associations regarding positive actions taken in response to requests/inquiries	Gerry Tucker	On-going	
		Develop a mechanism to communicate policies, procedures and decisions	Gerry Tucker	Dec. 1, 2000	
		Visit campuses to talk with employees	Gerry Tucker	On-going	AVP meets with employee officers monthly to discuss concerns
		Continue meeting with officers of the employee associations to discuss employee concerns	Gerry Tucker	On-going	
	Increase satisfaction with Service Attitude	Attend customer service training	Gerry Tucker	Feb. 1, 2000	
		Attend staff retreat to develop vision and mission of HR	Gerry Tucker	Dec. 1, 2001	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
		Listen to employee concerns and provide written feedback regarding outcomes	Gerry Tucker	On-going	
	Increase satisfaction with Promptness of Service	Respond to each person within same day of contact	Gerry Tucker	On-going	
	Increase satisfaction with overall service	Focus group with employee groups to discuss improvement of services	Gerry Tucker	Feb. 1, 2000	
		Develop directory of HR services and contact information	Gerry Tucker	Completed	
		Visit campuses to attend employee functions	Gerry Tucker	On-going	
		Create point-of- service survey	Gerry Tucker	Jan. 3, 2001	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Employ-ment	Increase satisfaction with Quality of Service	Reduce turnover of employees; fill vacant positions.	Erica Breedlove	Nov. 1, 2000	This section has a high turnover rate due to the volume of work to be performed.
		Conduct customer service training	Gerry Tucker/ Staff Development	Feb. 1, 2001	
		Implement applicant tracking to make applicant information readily available.	Erica Breedlove	Dec. 1, 2000	
		Implement point-of-service comment card.	Erica Breedlove	Nov. 1, 2000	
	Increase satisfaction with Promptness of Service	Reduce turnover of employees; fill vacant positions.	Erica Breedlove	Nov. 1, 2000	
		Implement on-line applications to reduce necessity to mail applications.	Erica Breedlove	Dec. 1, 2000	
		Develop on-line automatic letter in response to inquiries	Erica Breedlove	Feb. 1, 2001	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
	Increase satisfaction with Service Attitude	Conduct customer service training	Gerry Tucker/ Staff Development	Feb. 1, 2001	
		Attend staff retreat to develop vision and mission of HR	Gerry Tucker	Dec. 1, 2001	
	Increase satisfaction with overall service	Create point-of-service survey for feedback	Erica Breedlove	Nov. 1, 2000	
		Create clear guidelines of employment procedures	Erica Breedlove Deborah Salinas Gerry Tucker	Dec. 2, 2000	
		Develop employee training programs on areas of interest	Erica Breedlove Staff Development	Mar. 1, 2001	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Compensa-tion	Increase satisfaction with Quality of Service	Increase staffing	Gerry Tucker	Sept. 1, 2001	Currently there are two prof-tech positions which cannot handle the volume of responsibilities in a timely manner.
		Develop a more personal approach to communicating with individuals	Vicki West	On-going	
		Increase written communication to relay outcomes and results	Vicki West	On-going	
	Increase satisfaction with service attitude	Reduce employee turnover and ensure consistency of personnel	Gerry Tucker	On-going	
		Conduct customer service training	Gerry Tucker/ Staff Development	Feb. 1, 2001	
		Attend staff retreat to develop vision and mission of HR	Gerry Tucker	Dec. 1, 2001	
	Increase satisfaction with Promptness of Service	Reduce paperwork in order to serve customers in a timely manner	Vicki West	Jan. 3, 2001	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
		Reduce turnover to ensure consistency of service	Gerry Tucker	On-going	
	Increase satisfaction with overall service	Develop written guidelines so employees will know the rules to ensure fair treatment of employees	Vicki West	Feb. 1, 2000	
		Develop more effective mechanisms for communicating outcomes and decisions	Vicki West	Jan. 3, 2000	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Payroll	Increase satisfaction with Quality of Service	Conduct customer service training	Gerry Tucker Staff Development	Feb. 1, 2000	
		Conduct staff retreat to discuss mission and vision for services	Gerry Tucker	Jan. 3, 2001	
		Develop point-of-service	Payroll Manager	Feb. 1, 2001	
	Increase satisfaction with Service Attitude	Attend customer service training	Payroll Manger	Feb. 1, 2000	
		Develop team approach to pay issues	Payroll Manger	On-going	
	Increase satisfaction with Promptness of Service	Review and revise payroll procedures	Payroll Manager	Feb. 1, 2001	
		Develop point-of-service survey	Payroll Manager	Feb. 1, 2001	
		Develop on-line process for submitting inquiries for employees	Payroll Manager	May 1, 2001	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
	Increase satisfaction with overall service	Transfer Payroll to HR Office to increase effectiveness and coordination of functions	Gerry Tucker	Dec. 1, 2000	
		Hire Payroll Manager	Gerry Tucker Jerry Miller	Dec. 1, 2000	
		Develop policies, procedures and guidelines	Gerry Tucker Payroll Manager	Feb. 1, 2000	
		Develop point-of-service survey	Gerry Tucker Payroll Manager	Feb. 1, 2001	
		Develop training programs for supervisors with responsibility for employee timesheets, etc.	Payroll Manager	Mar. 1, 2001	
		Develop on-line timesheets to increase efficiency, reduce errors	Payroll Manger IT	Jan. 3, 2001	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Benefits	Increase satisfaction with Quality of Service	Increase staff to handle volume or reassess priorities, timetables and activities	Gerry Tucker	Completed	
		Develop customer service comment card to be sent to employees	Jim Burgess	Jan. 1, 2001	
		Respond to employee inquiries within same day	Jim Burgess	On-going	
	Increase satisfaction with Service Attitude	Attend customer service training	Gerry Tucker Staff Development	Feb. 1, 2001	
		Attend staff retreat to develop vision and mission of HR	Gerry Tucker	Dec. 1, 2001	
		Visit campus sites to provide information to employees	Jim Burgess	On-going	
	Increase satisfaction with Promptness of Service	Increase staffing	Gerry Tucker	Completed	
		Implement practice of same day response	Jim Burgess	On-going	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
	Increase satisfaction with overall service	Increase efficiency of operations by implementing computer programs which will reduce manual transactions	Jim Burgess IT	On-going	
		Develop on-line web application that will allow employees access to their benefit information	Jim Burgess IT	Aug. 31, 2002	
		Streamline information to be more user friendly	Jim Burgess	On-going	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Personnel Records	Increase satisfaction with Quality of Service	Develop on-line transactions to reduce paperwork	Bobetta Burns IT	Feb. 1, 2001	
		Develop procedures and guidelines for all transactions	Bobetta Burns	Feb. 1, 2001	
		Increase staff to handle volume of tasks	Bobetta Burns	Completed	
	Increase satisfaction with Service Attitude	Attend customer service training	Bobetta Burns	Feb. 1, 2001	
		Attend staff retreat to develop vision and mission of HR	Gerry Tucker	Dec. 1, 2001	
		Provide written communication re: decisions to ensure clarity and basis for decisions	Bobetta Burns	On-going	
	Increase satisfaction with Promptness of Service	Increase staffing	Bobetta Burns	Completed	
		Develop on-line applications for transactions	Bobetta Burns	Feb. 1, 2001	This area has a 50% and above satisfaction rate
	Increase satisfaction with overall service	Conduct point-of-service survey	Bobetta Burns	Feb. 1, 2001	Many employee transactions are via telephone or mail.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Office of VP B.S.	Decrease dissatisfaction with promptness of service	Fill all open positions	Jerry Miller	Ongoing	A vacant Controller's position prior to the survey decreased this Office's response time.
	Decrease dissatisfaction with quality of service	Process Improvements	Jolene Lampton SoCo Consulting	Ongoing	Most of the areas supervised by this Office have undergone outside consulting process reviews: As these improvements are implemented, both promptness and quality will improve
	Decrease dissatisfaction with service attitude	All staff to participate in training focused on service attitude	Jolene Lampton	Spring 2001	Will need help from HR to set-up.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Cashiers' Office	Decrease dissatisfaction with promptness of service	Increase petty cash levels in cashiers' office	Jolene Lampton	Completed	This will allow for quicker reimbursement to staff. Providing both improvement in promptness and quality.
		Increase staffing level	Cheryl Coe	In process via hourly staffing	Additional staff will increase time available to respond to questions
		Process change at campus locations	Julie Boyea	Implement-ed	Campus cashiers close and reconcile session at end of their shift. This allows HBC cashier additional time to respond to questions.
	Decrease dissatisfaction with service attitude	All staff to participate in training focused on service attitude	Jolene Lampton	Spring 2001	Will need help from HR to set-up.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Payroll Office	Decrease dissatisfaction with promptness and quality and attitude	An outside consultant and internal reorganization have occurred since the satisfaction survey	Jerry Miller Gerry Tucker SoCo Consulting	Ongoing	A payroll process review has been conducted by So Consulting, Inc. That report and the timing implementation of the recommendations is a separate agenda item (10/2/00 Board of Trustees) It is expected that full implementation will lead to substantial reduction of dissatisfaction.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Purchasing Office	Decrease dissatisfaction with promptness of service	Fill all open positions	Gilbert Rodriquez	In progress	Purchasing has been short 1 buyer due to vacancies for nearly the last 18 months. Purchasing is filling its current buyer position with a full-time temporary until permanent staff is hired.
	Decrease dissatisfaction with promptness of service	Implement purchasing card process	Jolene Lampton & Gilbert Rodriquez	Spring 2001	Card will reduce numerous recurring small dollar transactions-allow staff more time to reply
	Decrease dissatisfaction with promptness of quality	Transfer of vendor creation to Purchasing	Barbara Converse	Completed	This will decrease the time needed to create the vendor so that Purchasing can convert requests into purchase orders quickly.
	Decrease dissatisfaction with promptness of attitude	All staff to participate in training focused on service attitude	Jolene Lampton	Spring 2001	Will need help from HR to set-up.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 25, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Accounts Payable	Decrease dissatisfaction with promptness of service	Implement purchasing card invoice process	Jolene Lampton & Gilbert Rodriquez	Spring 2001	Card will reduce numerous recurring small dollar transactions-allow staff more time to reply
	Decrease dissatisfaction with quality of service	Create aging reports	Barbara Converse	In operation	Will provide staff with a proactive investigation tool to identify unpaid vendors, working with vendor to ascertain reason
		Create automated year-end reports	Barbara Converse	November 2000	The automated process will save at least 120 work hours – allow staff more time to reply
		Transfer of vendor creation process to Purchasing	Barbara Converse	Completed	This work load transfer will provide approximately 50 work hours allowing staff more time to reply
	Decrease dissatisfaction with service attitude	All staff to participate in training focused on service attitude	Jolene Lampton	Spring 2001	Will need help from HR to set-up.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 15, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Office of Marketing & Public Information Executive	Increase awareness of Marketing and College Relations Department (Of four areas, the Executive's Office had the highest use, but only 17.6%.)	Publish "Users Manual" explaining MCR services to ACC staff and Faculty. Print and distribute; also post to the web.	Ed Osborn	Oct. 1, 2000	
		Use "Bulletin Board" newsletter to inform faculty and staff of MCR deadlines, activities, services, etc.	Ed Osborn	Ongoing	
		Complete MCR Administrative Rules and publish to the web.	Ed Osborn	Nov. 1, 2000	
	Reduce dissatisfaction with overall service.	Create point of service response survey for staff/faculty who use MCR services.	Ed Osborn	Oct. 15, 2000	
		Participate in Faculty Development Day; provide inservice for faculty	Ed Osborn	January 2000	
		Conduct additional inservicing as needed or requested by faculty and staff depts.	Ed Osborn	Ongoing	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
		Meet with all deans, taskforce chairs, and program coordinators to determine specific needs and/concerns			
Program Marketing (Promotions)	Reduce dissatisfaction with overall service.	Implement "program-specific marketing" initiative in partnership with Instructional Affairs unit.	Ed Osborn	Already underway.	Additional staffing (1 person) and operating budget have been allocated for this purpose.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 7, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Office of Institutional Effectiveness	Decrease dissatisfaction with Promptness of Service	Review status of data requests at weekly staff meetings, focusing on meeting priorities and deadlines	Martha Oburn	Ongoing as of 9/1/2000	
		Fill all open positions	Martha Oburn	11/2000	Will need office space for 2 open staff positions
		Create guidelines for all services that reflect the time each service typically takes	Martha Oburn	12/2000	
		Cross-train staff so that all areas have at least 2 people who are able to do each task	Martha Oburn	12/2000	This is included as part of the OIE professional development process.
	Decrease dissatisfaction with Quality of Service	Conduct evaluation survey of OIE via web	Roslyn Wallace	Completed June 2000	
		Develop point-of-service survey	Roslyn Wallace	10/2000	Consider having a web-based survey and sending email to those who use services
		Conduct college-wide focus groups on OIE services	Roslyn Wallace	3/2001	

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
	Decrease dissatisfaction with Service Attitude	All staff to participate in training focused on service attitude	Martha Oburn	2/2001	Will need help from HR to set up
	Increase awareness of office (only 17.9% indicated use of services)	Post reports to web site	Suzanne Lucignani	Ongoing as of 9/1/2000	
		Use ALL ACC list to notify faculty and staff that the reports are available	Martha Oburn	Ongoing as of 10/1/2000	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of Tuesday, September 19, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
IT - Help Desk	Increase satisfaction with Promptness of Service	Fill vacant help desk and operations positions	Gary Weseman Theresa Harkins	Nov 1, 2000	Recommendation made to HR
		Implement feedback mechanism from microcomputer support to help desk to establish consistent problem solutions	Gary Weseman	Ongoing	Begin weekly meetings at HBC 9/22
		Implement Help Desk self-help page		Mar 1, 2000	
		Implement tracking system to determine response time		Dec 1,2000	
		Cross-train Operations staff for evening Help Desk calls and back up during peak times.	Gary Weseman Theresa Harkins	Mar 1, 2000 Ongoing	
	Increase satisfaction with Quality of Services	Schedule advanced and beginner training on Remedy software	Gary Weseman	Jan 1, 2000	
		Publish list of software supported by Help Desk and Microcomputer support.	Gary Weseman	Nov 1, 2000	
		Customer service training	Gary Weseman	Jan 1, 2000	
		Survey callers to Help Desk customers	Gary Weseman	Nov 1,2000	
		Focus group to determine specific areas of improvement	Gary Weseman	Ongoing	Fulltime faculty is the most dissatisfied.

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
	Increase awareness of services available	Infuse IT orientation into the HR orientation process	Bill Carter Gary Weseman	Ongoing	Fulltime and staffing table positions are the groups that have an orientation scheduled by HR
		Town meetings at the campuses with IT staff	Bill Carter Gary Weseman	Ongoing	Once a semester IT will visit the campuses to get feedback.

Spring 2000 Employee Satisfaction Survey Response Report
Status as of Tuesday, September 19, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
IT - ACCNet Services	Increase satisfaction with Promptness of Service	Fill vacant ACCNet services position	Gary Weseman	Nov 1,2000	
		Determine clear guidelines for web page development.	Gary Weseman Glenda Keyworth	Jan 1, 2000	Guidelines will be reviewed, update and published.
		Implement tracking system to determine response time	Gary Weseman	Dec 1, 2000	
	Increase satisfaction with Quality of Services	Schedule advanced and beginner training on Remedy software	Gary Weseman	Ongoing	
		Publish list of software supported by ACCNet	Gary Weseman	Nov 1, 2000	
		Customer service training	Gary Weseman	Jan 1, 2000 Ongoing	
		Survey requestors of ACCNet Services	Gary Weseman Glenda Keyworth	Nov 1, 2000 Ongoing	
		Implement new IT web site	Bill Carter Gary Weseman	Feb 1,2000	
		Increase communication of scheduled downtime and infrastructure maintenance	Gary Weseman	Oct 1, 2000	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 20, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Dean, Social and Behavioral Sciences	Decrease dissatisfaction with promptness of service	Keep better track of deadlines, phone calls, messages, etc. Fill vacant position	Rex C Peebles	Ongoing October 1, 2000	Until recently the SBS Dean has never had a truly separate office, we have always shared space with an Assistant Dean, these survey results are no doubt affected by that situation in that working conditions were less than ideal
	Decrease dissatisfaction with quality of service	Rarely has anyone complained to me about the quality of the work that we do, so I suspect that this is tied to promptness as much as anything, as that is dealt with this category should improve as well	Rex C Peebles	Ongoing	The hiring of additional full-time clerical help will increase both the response rate and the quality
	Decrease dissatisfaction with service attitude	Make sure that administrative assistants are courteous and respectful of staff, faculty, and students Staff development may be required here	Rex C Peebles	March 1, 2001	

Spring 2000 Employee Satisfaction Survey Response Report
Status as of September 20, 2000

Area	Recommendation	Management Response	Responsible Person	Estimated Completion	Comments
Office of Dean of Math & Science	Fill open position.	This will enable us to respond more quickly during peak busy times. One new classified position has been approved as a consequence of reorganization.	David Fonken	October 9, 2000	Reorganization has also added a significant new responsibility to this office (making teaching assignments to adjunct faculty).